

The National
CITIZEN SURVEY™

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**Report of Normative Comparisons for
The City of Scottsdale, AZ**



Submitted by:

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Table of Contents

Survey Background.....	3
About The National Citizen Survey™	3
Understanding the Normative Comparisons	5
Comparisons	8
Appendix I: List of Jurisdictions Included in the National Normative Comparisons	36
Appendix II: List of Jurisdictions Included in the Regional Normative Comparisons	43
Appendix III: Frequently Asked Questions about the Citizen Survey Database	47



SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and The International City and County Management Association (ICMA).

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically reweighted to reflect the proper demographic composition of the entire community. The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Scottsdale staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries we used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Scottsdale staff also determined local interest in a variety of add-on options for The National Citizen Survey™ Basic Service.

UNDERSTANDING THE NORMATIVE COMPARISONS

Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 300 jurisdictions in the United States. Responses to over 4,000 survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
<i>Region</i>	
West Coast ¹	25%
West ²	12%
North Central West ³	10%
North Central East ⁴	15%
South Central ⁵	9%
South ⁶	20%
Northeast West ⁷	4%
Northeast East ⁸	4%
<i>Population</i>	
less than 40,000	25%
40,000 to 74,999	26%
75,000 to 149,000	20%
150,000 or more	29%

¹Alaska, Washington, Oregon, California, Hawaii

²Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

³North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

⁴Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵Oklahoma, Texas, Louisiana, Arkansas

⁶West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

⁷New York, Pennsylvania, New Jersey

⁸Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity is one we did not want to dismiss because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

Putting Evaluations Onto a 100-Point Scale

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 3 points based on all respondents.

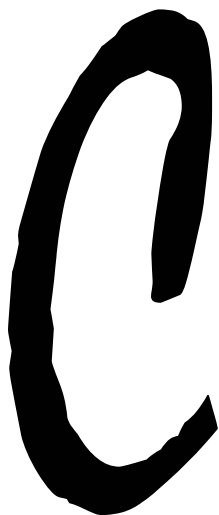
Interpreting the Results

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 3 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 3 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.

******For Scottsdale, two tables have been produced for each set of questions. In the first, comparisons are made to all jurisdictions in the (always labeled as a Figure "b"). In the second, comparisons are made to all jurisdictions in the database that are geographically located in the western region (always labeled as a Figure "c"). For each set of questions, a chart precedes the two tables (always labeled as a Figure "a"). The chart's numbers reflect the table labeled Figure "b", and graphically represents the percentile of each item, compared to the customized set of jurisdictions in the database. This percentile is marked as a black line on the chart.



COMPARISONS

Figure 1a: Quality of Life Ratings (National)

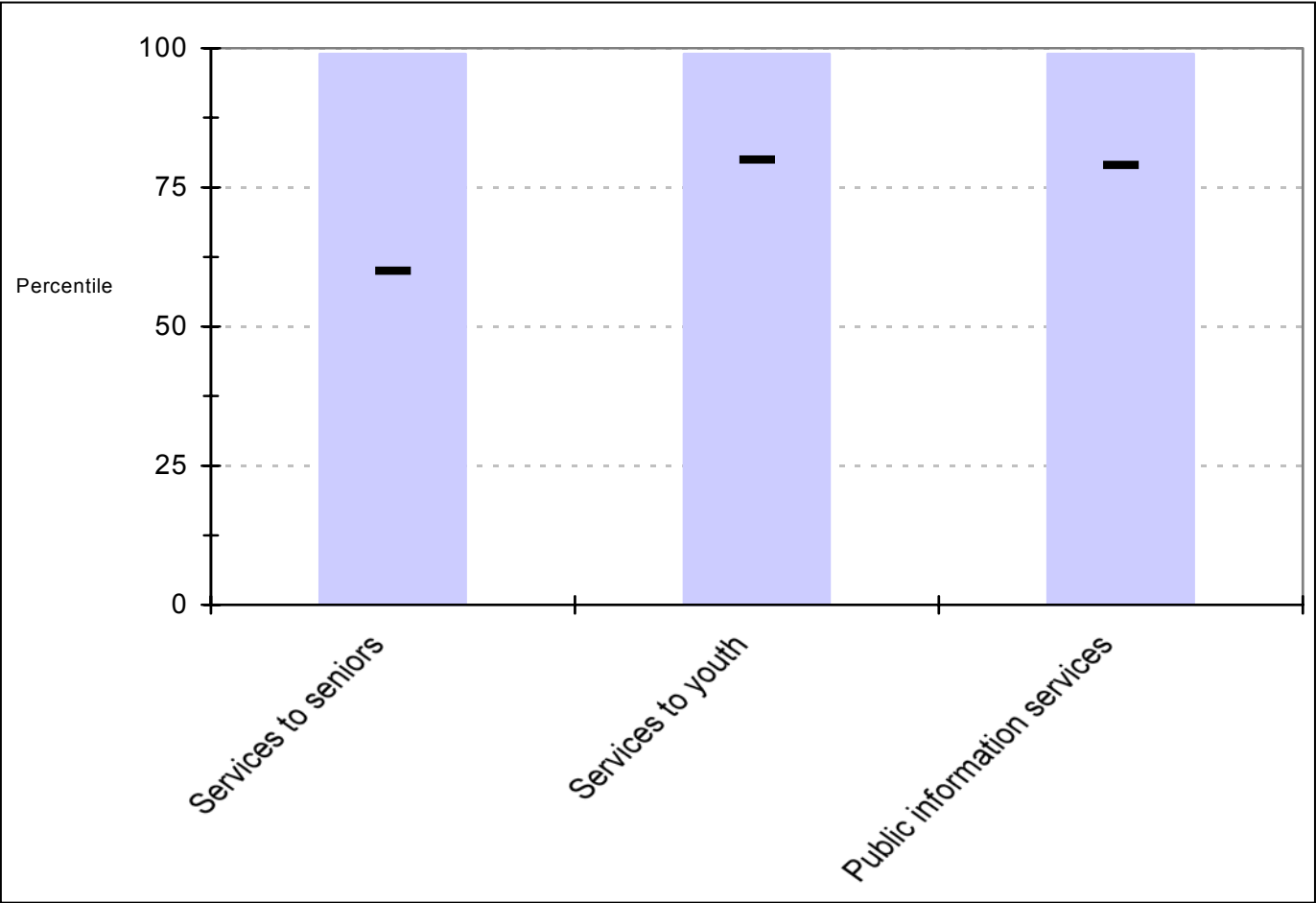


Figure 1b: Quality of Life Ratings (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Scottsdale as a place to live	81	22	141	85%ile	above the norm
Neighborhood as a place to live	77	9	63	87%ile	above the norm
Scottsdale as a place to raise children	68	33	75	58%ile	above the norm
Scottsdale as a place to retire	73	3	57	97%ile	above the norm
The overall quality of life in Scottsdale	77	22	118	83%ile	above the norm

Figure 1c: Quality of Life Ratings (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Scottsdale as a place to live	81	10	30	72%ile	above the norm
Neighborhood as a place to live	77	4	16	84%ile	above the norm
Scottsdale as a place to raise children	68	9	21	64%ile	above the norm
Scottsdale as a place to retire	73	3	15	90%ile	above the norm
The overall quality of life in Scottsdale	77	9	43	83%ile	above the norm

Figure 2a: Characteristics of the Community: General and Opportunities (National)

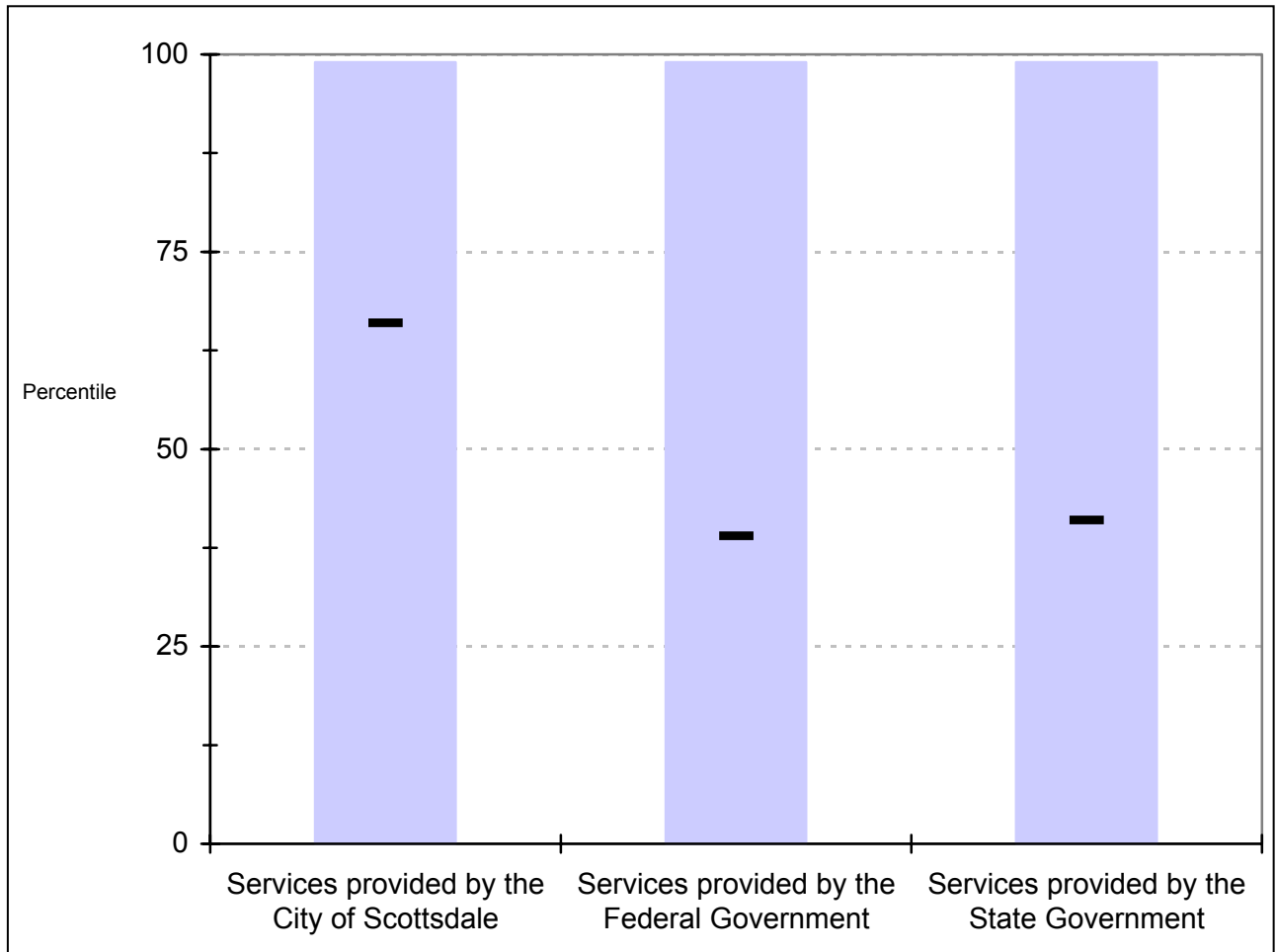


Figure 2b: Characteristics of the Community: General and Opportunities (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Sense of community	51	26	43	43%ile	similar to the norm
Overall appearance of Scottsdale	75	11	71	87%ile	above the norm
Opportunities to attend cultural activities	67	10	61	86%ile	above the norm
Shopping opportunities	85	3	57	97%ile	above the norm
Recreational opportunities	72	11	69	86%ile	above the norm
Job opportunities	47	25	72	67%ile	above the norm

Figure 2c: Characteristics of the Community: General and Opportunities (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Sense of community	51	8	14	54%ile	similar to the norm
Overall appearance of Scottsdale	75	4	18	86%ile	above the norm
Opportunities to attend cultural activities	67	3	18	92%ile	above the norm
Shopping opportunities	85	2	22	98%ile	above the norm
Recreational opportunities	72	5	21	83%ile	above the norm
Job opportunities	47	12	22	52%ile	similar to the norm

Figure 3a: Characteristics of the Community: Access (National)

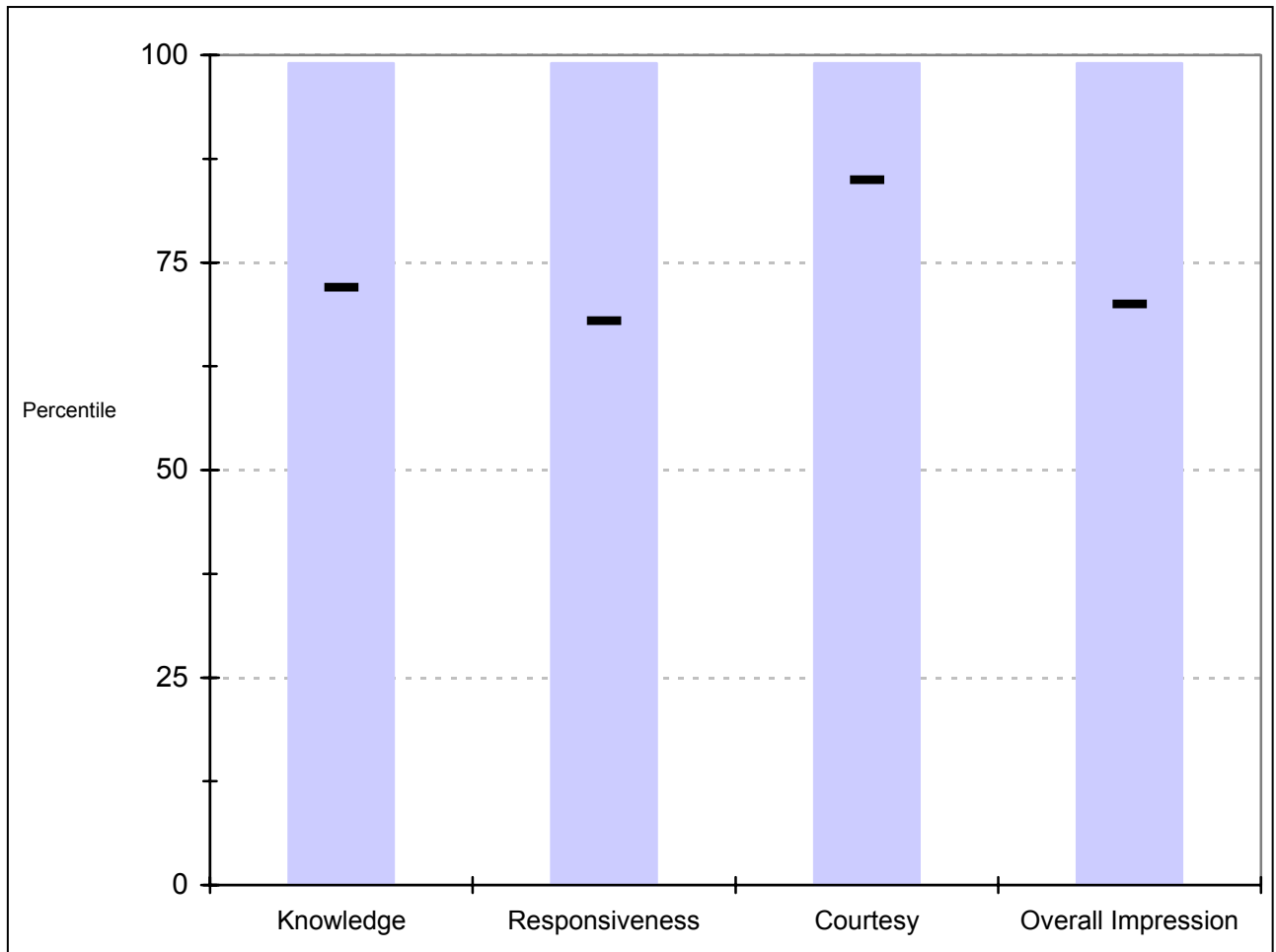


Figure 3b: Characteristics of the Community: Access (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Ease of car travel in Scottsdale	50	30	56	49%ile	similar to the norm
Ease of bus travel in Scottsdale	26	22	23	11%ile	below the norm
Ease of bicycle travel in Scottsdale	50	25	45	48%ile	similar to the norm
Ease of walking in Scottsdale	59	10	33	74%ile	above the norm

Figure 3c: Characteristics of the Community: Access (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Ease of car travel in Scottsdale	50	8	17	62%ile	above the norm
Ease of bus travel in Scottsdale	26	9	9	17%ile	below the norm
Ease of bicycle travel in Scottsdale	50	9	12	38%ile	below the norm
Ease of walking in Scottsdale	59	3	8	81%ile	above the norm

Figure 4a: Ratings of Safety from Various Problems (National)

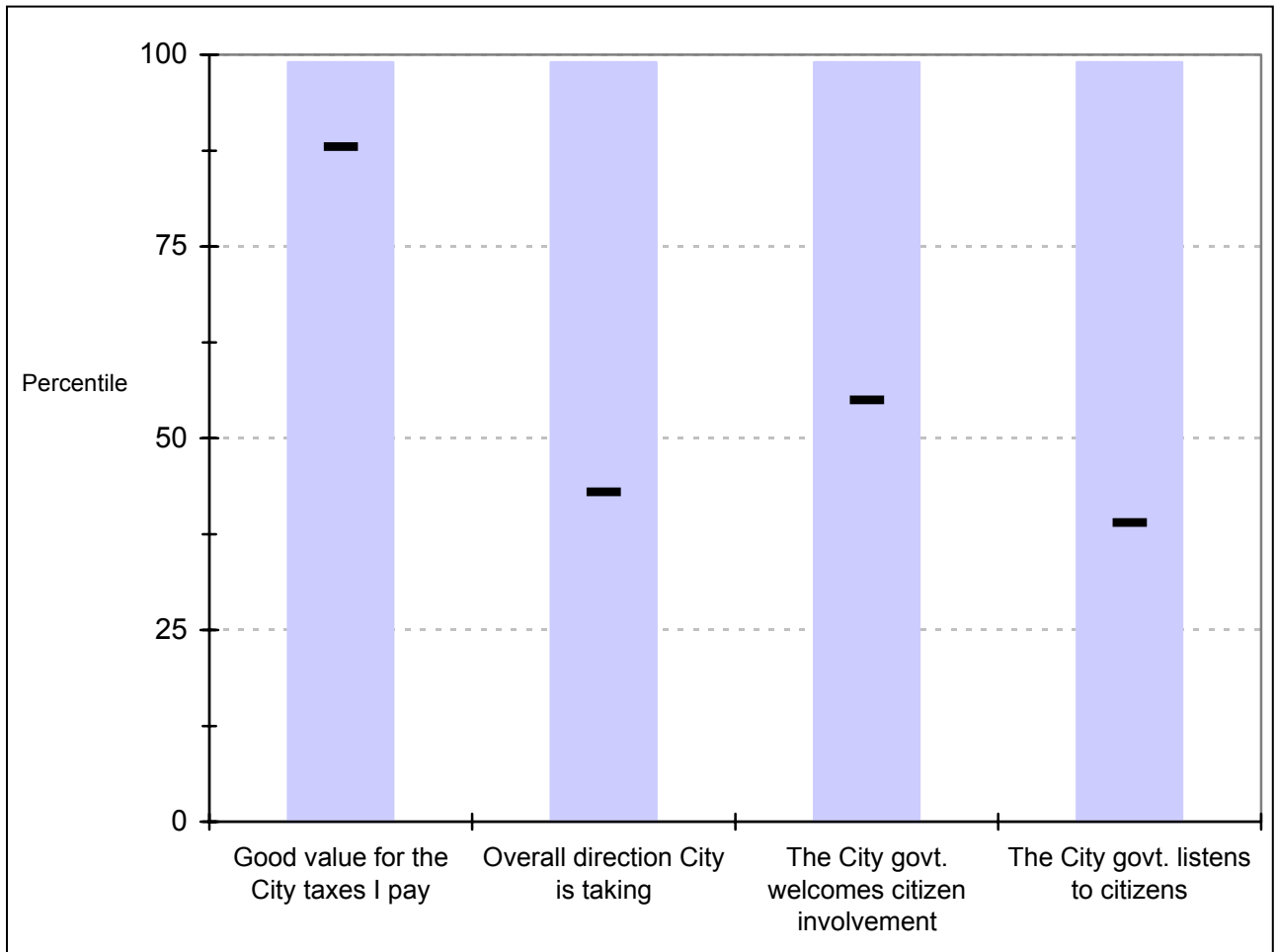


Figure 4b: Ratings of Safety From Various Problems (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Violent crime (e.g., rape, assault, robbery)	73	18	47	65%ile	above the norm
Property crimes (e.g., burglary, theft)	60	21	46	58%ile	similar to the norm
Fire	74	17	47	66%ile	similar to the norm

Figure 4c: Ratings of Safety From Various Problems (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Violent crime (e.g., rape, assault, robbery)	73	7	14	61%ile	above the norm
Property crimes (e.g., burglary, theft)	60	7	13	58%ile	above the norm
Fire	74	3	14	89%ile	above the norm

Figure 5a: Ratings of Safety in Various Areas (National)

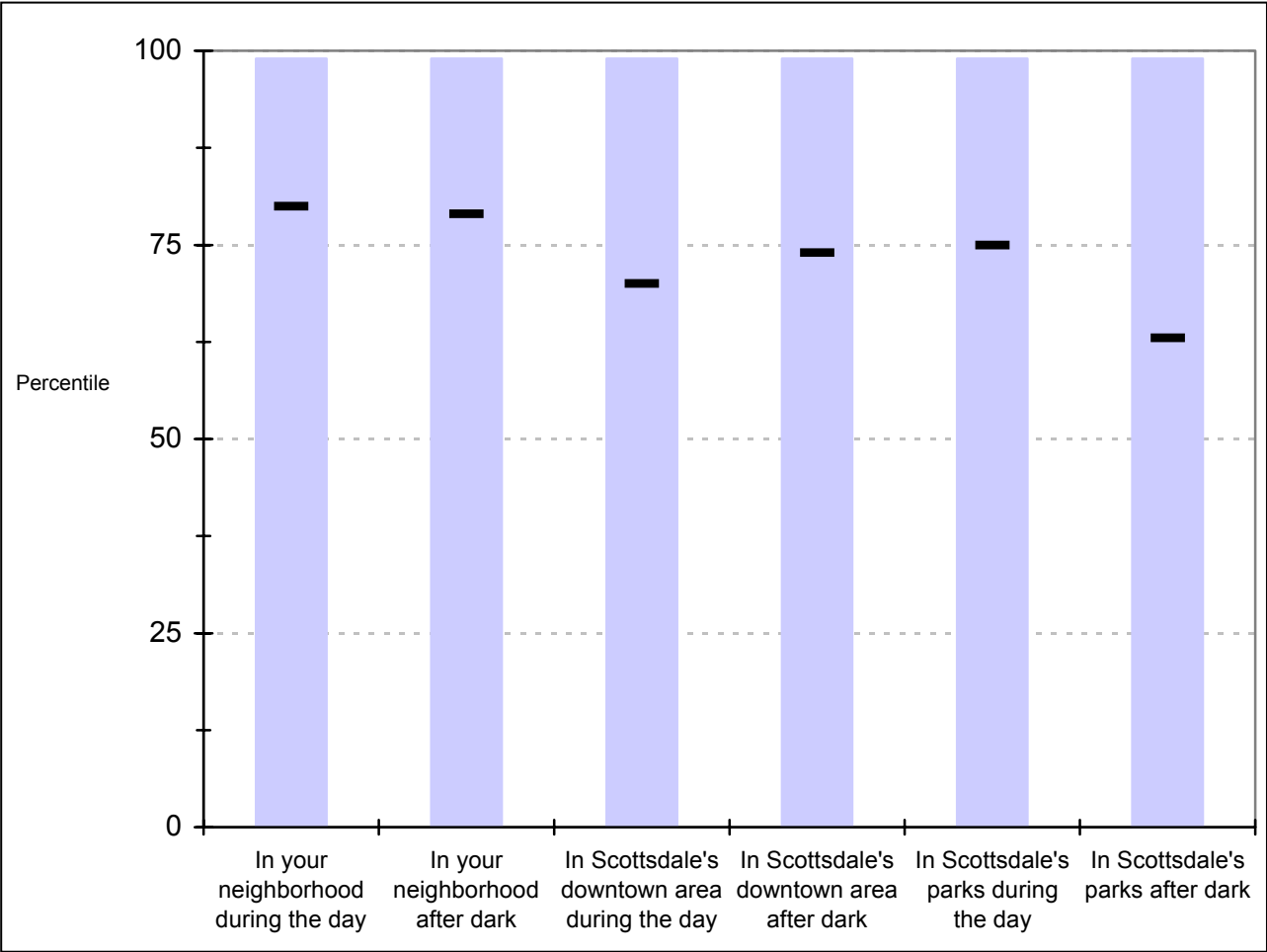


Figure 5b: Ratings of Safety in Various Areas (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
In your neighborhood during the day	92	11	48	80%ile	above the norm
In your neighborhood after dark	77	25	112	79%ile	above the norm
In Scottsdale's downtown area during the day	89	15	46	70%ile	above the norm
In Scottsdale's downtown area after dark	70	13	47	74%ile	above the norm
In Scottsdale's parks during the day	86	13	46	75%ile	above the norm
In Scottsdale's parks after dark	54	18	45	63%ile	above the norm

Figure 5c: Ratings of Safety in Various Areas (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
In your neighborhood during the day	92	4	12	79%ile	above the norm
In your neighborhood after dark	77	6	26	83%ile	above the norm
In Scottsdale's downtown area during the day	89	6	11	59%ile	above the norm
In Scottsdale's downtown area after dark	70	5	12	67%ile	above the norm
In Scottsdale's parks during the day	86	4	11	77%ile	above the norm
In Scottsdale's parks after dark	54	6	12	63%ile	above the norm

Figure 6a: Quality of Public Safety Services (National)

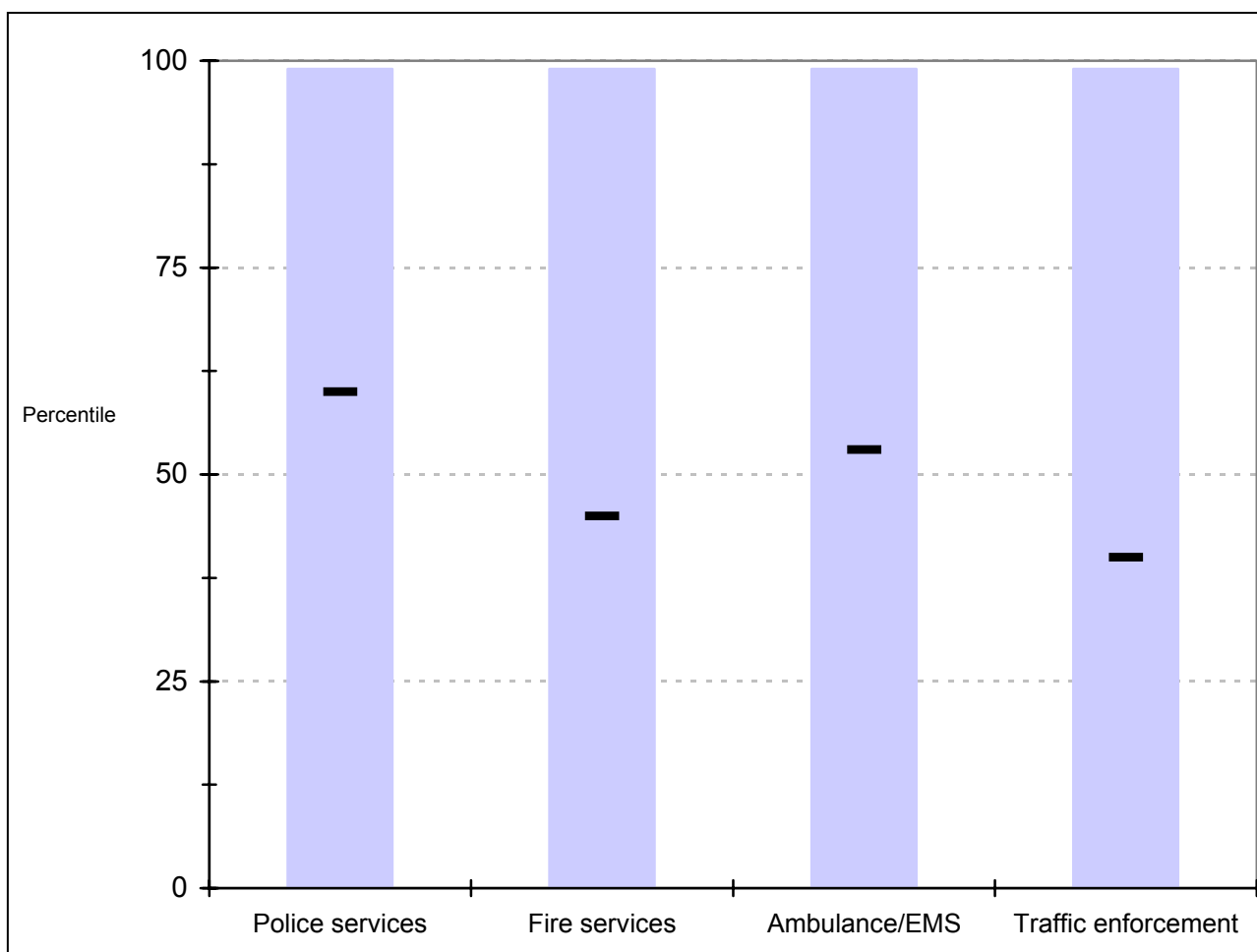


Figure 6b: Quality of Public Safety Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Police services	70	96	237	60%ile	similar to the norm
Fire services	76	97	173	45%ile	similar to the norm
Ambulance/emergency medical services	77	57	119	53%ile	similar to the norm
Traffic enforcement	55	63	103	40%ile	similar to the norm

Figure 6c: Quality of Public Safety Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Police services	70	38	80	54%ile	similar to the norm
Fire services	76	29	49	43%ile	similar to the norm
Ambulance/emergency medical services	77	15	33	59%ile	similar to the norm
Traffic enforcement	55	18	31	45%ile	similar to the norm

Figure 7a: Quality of Transportation Services (National)

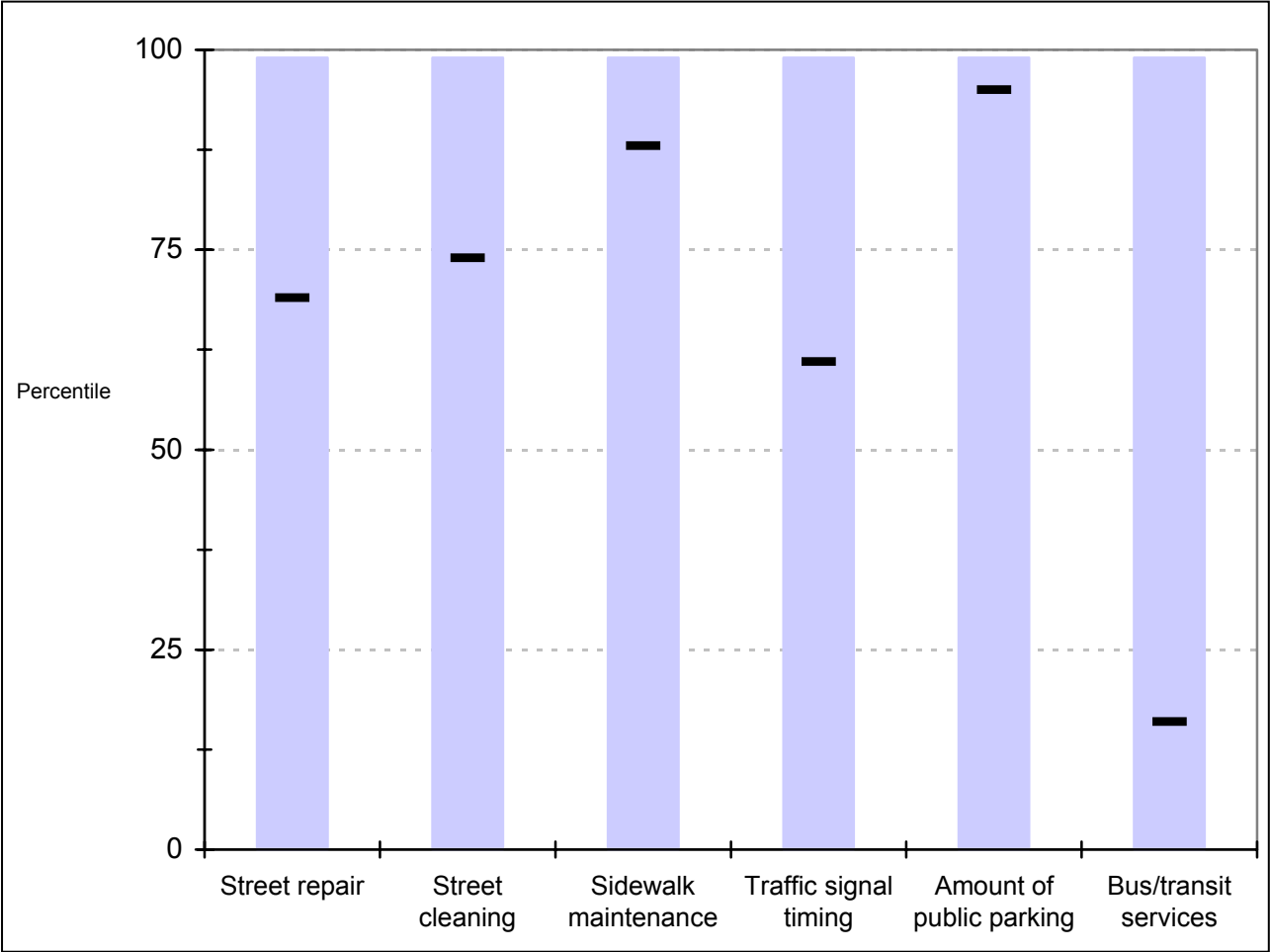


Figure 7b: Quality of Transportation Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Street repair	57	60	193	69%ile	above the norm
Street cleaning	64	34	124	74%ile	above the norm
Sidewalk maintenance	62	9	63	88%ile	above the norm
Traffic signal timing	50	20	47	61%ile	above the norm
Amount of public parking	53	3	30	95%ile	above the norm
Bus/transit services	39	58	68	16%ile	below the norm

Figure 7c: Quality of Transportation Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Street repair	57	20	69	73%ile	above the norm
Street cleaning	64	9	35	79%ile	above the norm
Sidewalk maintenance	62	3	16	91%ile	above the norm
Traffic signal timing	50	9	16	53%ile	similar to the norm
Amount of public parking	53	2	9	94%ile	above the norm
Bus/transit services	39	22	26	19%ile	below the norm

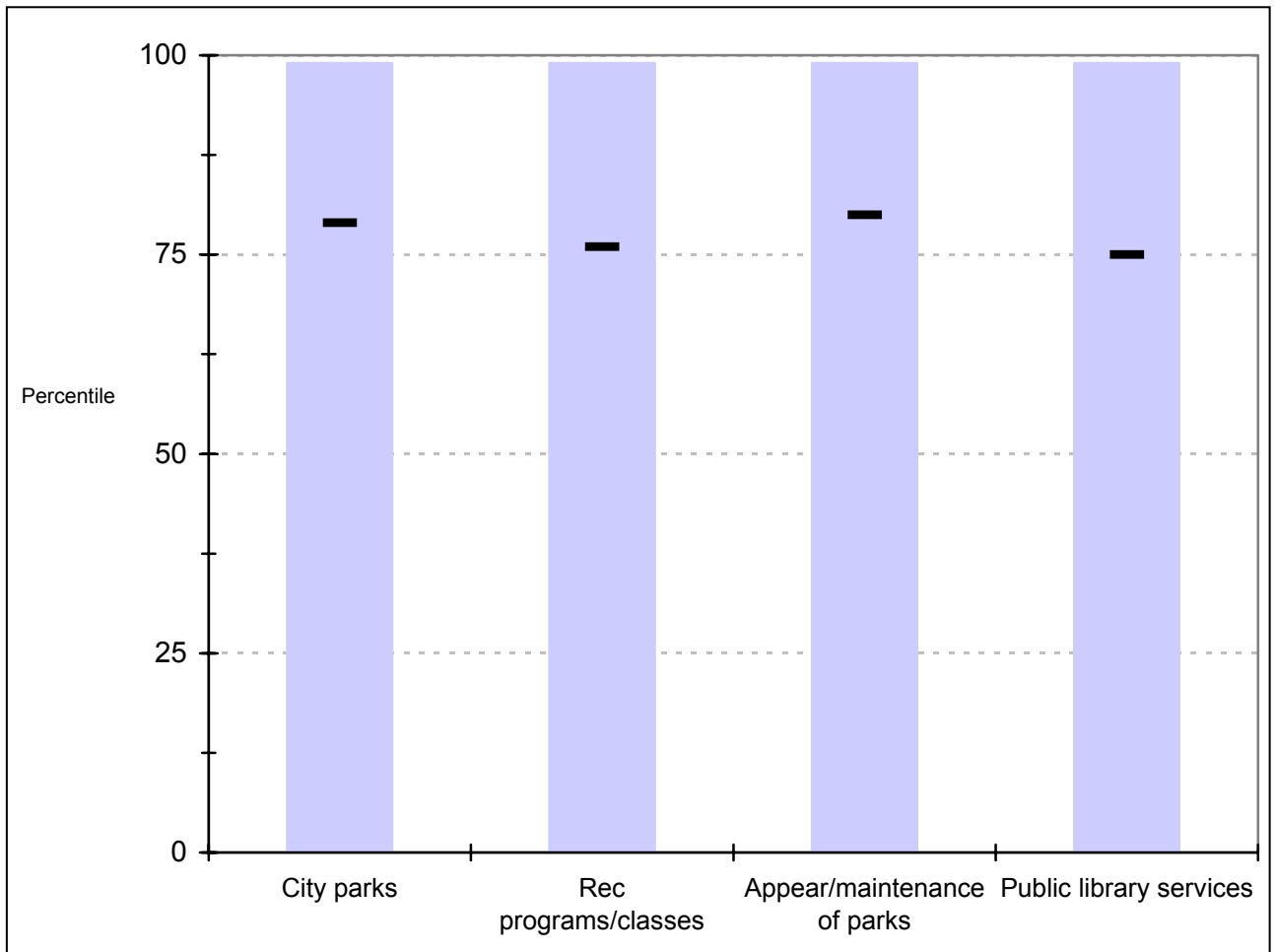


Figure 8a: Quality of Leisure Services (National)

Figure 8b: Quality of Leisure Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
City parks	74	26	119	79%ile	above the norm
Recreation programs or classes	72	35	139	76%ile	above the norm
Appearance/maintenance of parks	74	27	129	80%ile	above the norm
Public library services	76	36	138	75%ile	above the norm

Figure 8c: Quality of Leisure Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
City parks	74	11	42	77%ile	above the norm
Recreation programs or classes	72	13	55	79%ile	above the norm
Appearance/maintenance of parks	74	8	41	84%ile	above the norm
Public library services	76	15	48	71%ile	above the norm

Figure 9a: Quality of Utility Services (National)

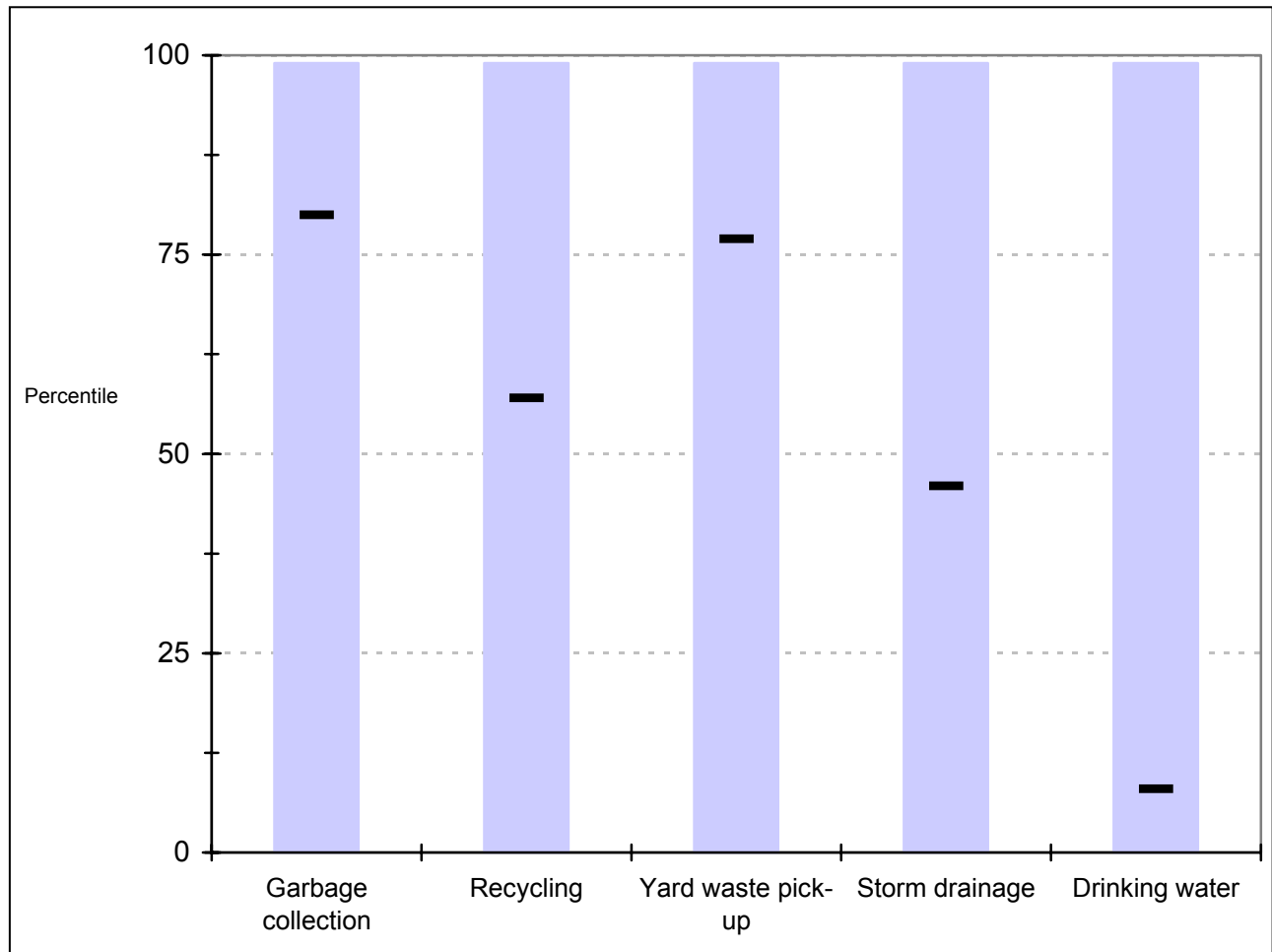


Figure 9b: Quality of Utility Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Garbage collection	78	33	157	80%ile	above the norm
Recycling	70	51	115	57%ile	similar to the norm
Yard waste pick-up	68	12	48	77%ile	above the norm
Storm drainage	51	53	97	46%ile	similar to the norm
Drinking water	40	83	89	8%ile	below the norm

Figure 9c: Quality of Utility Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Garbage collection	78	11	48	80%ile	above the norm
Recycling	70	13	35	67%ile	above the norm
Yard waste pick-up	68	3	7	79%ile	above the norm
Storm drainage	51	10	20	58%ile	similar to the norm
Drinking water	40	30	32	11%ile	below the norm

Figure 10a: Quality of Planning and Code Enforcement Services

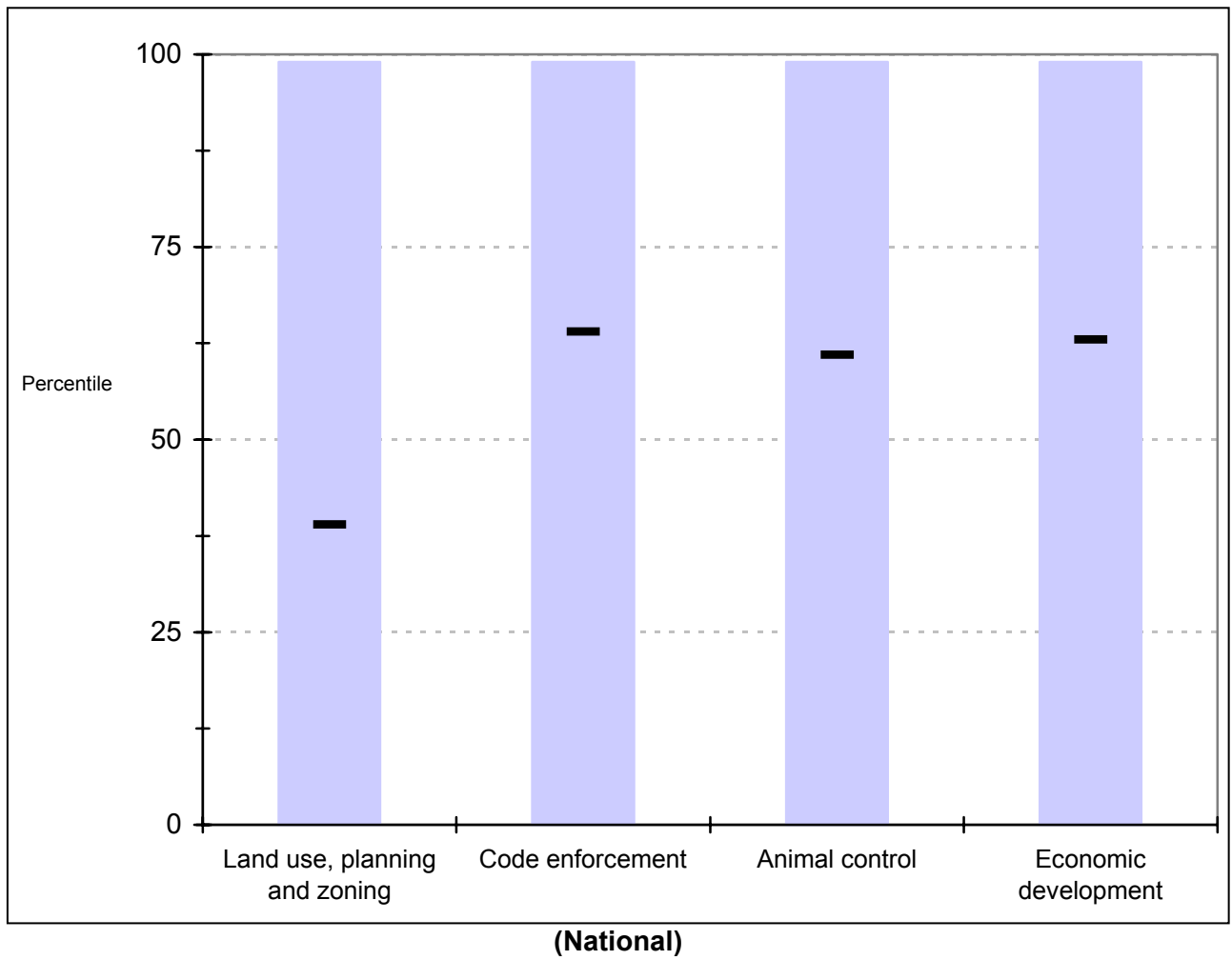


Figure 10b: Quality of Planning and Code Enforcement Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Land use, planning and zoning	41	43	68	39%ile	below the norm
Code enforcement	52	44	118	64%ile	above the norm
Animal control	59	39	95	61%ile	similar to the norm
Economic development	51	22	56	63%ile	above the norm

Figure 10c: Quality of Planning and Code Enforcement Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Land use, planning and zoning	41	11	20	53%ile	similar to the norm
Code enforcement	52	15	40	66%ile	above the norm
Animal control	59	11	32	70%ile	above the norm
Economic development	51	4	15	83%ile	above the norm

Figure 11a: Quality of Services to Special Populations and Other Services (National)

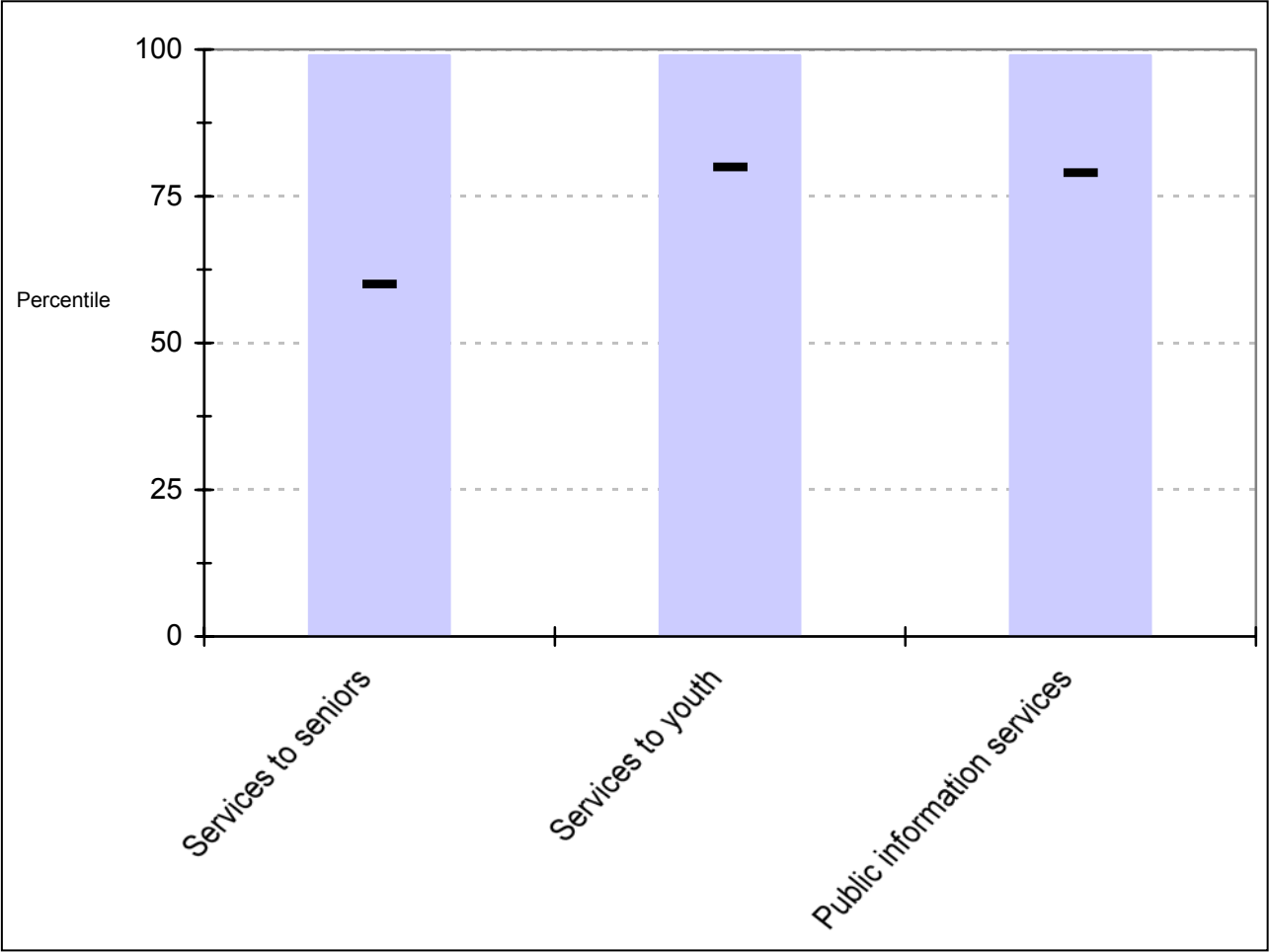


Figure 11b: Quality of Services to Special Populations and Other Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services to seniors	62	35	84	60%ile	similar to the norm
Services to youth	61	16	73	80%ile	above the norm
Public information services	63	16	73	79%ile	above the norm

Figure 11c: Quality of Services to Special Populations and Other Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services to seniors	62	14	33	62%ile	similar to the norm
Services to youth	61	6	26	83%ile	above the norm
Public information services	63	5	17	76%ile	above the norm

Figure 12a: Overall Quality of Services (National)

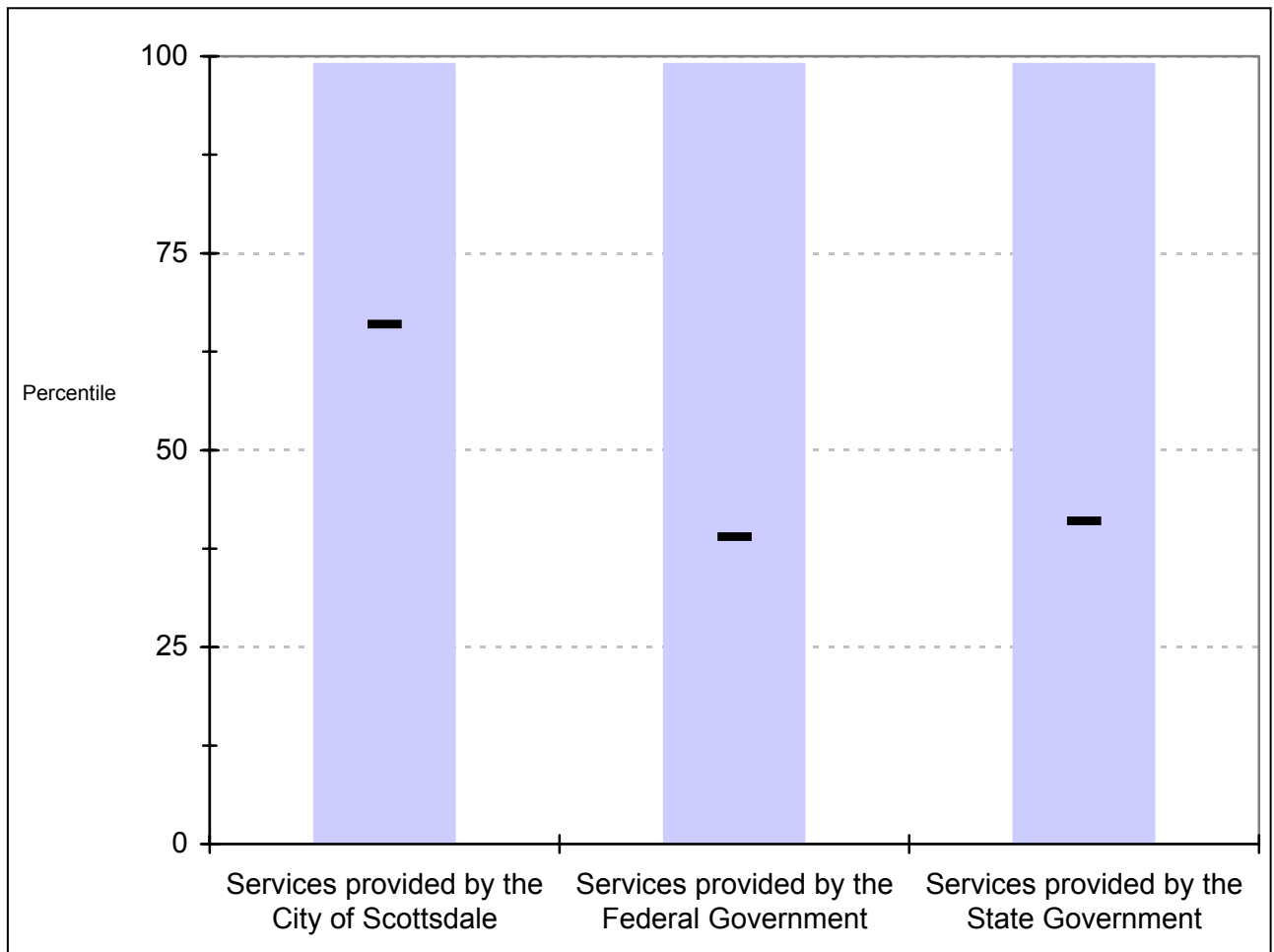


Figure 12b: Overall Quality of Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services provided by the City of Scottsdale	68	46	130	66%ile	above the norm
Services provided by the Federal Government	44	26	40	39%ile	similar to the norm
Services provided by the State Government	44	25	40	41%ile	similar to the norm

Figure 12c: Overall Quality of Services (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services provided by the City of Scottsdale	68	12	41	74%ile	above the norm
Services provided by the Federal Government	44	4	11	73%ile	similar to the norm
Services provided by the State Government	44	4	11	77%ile	above the norm

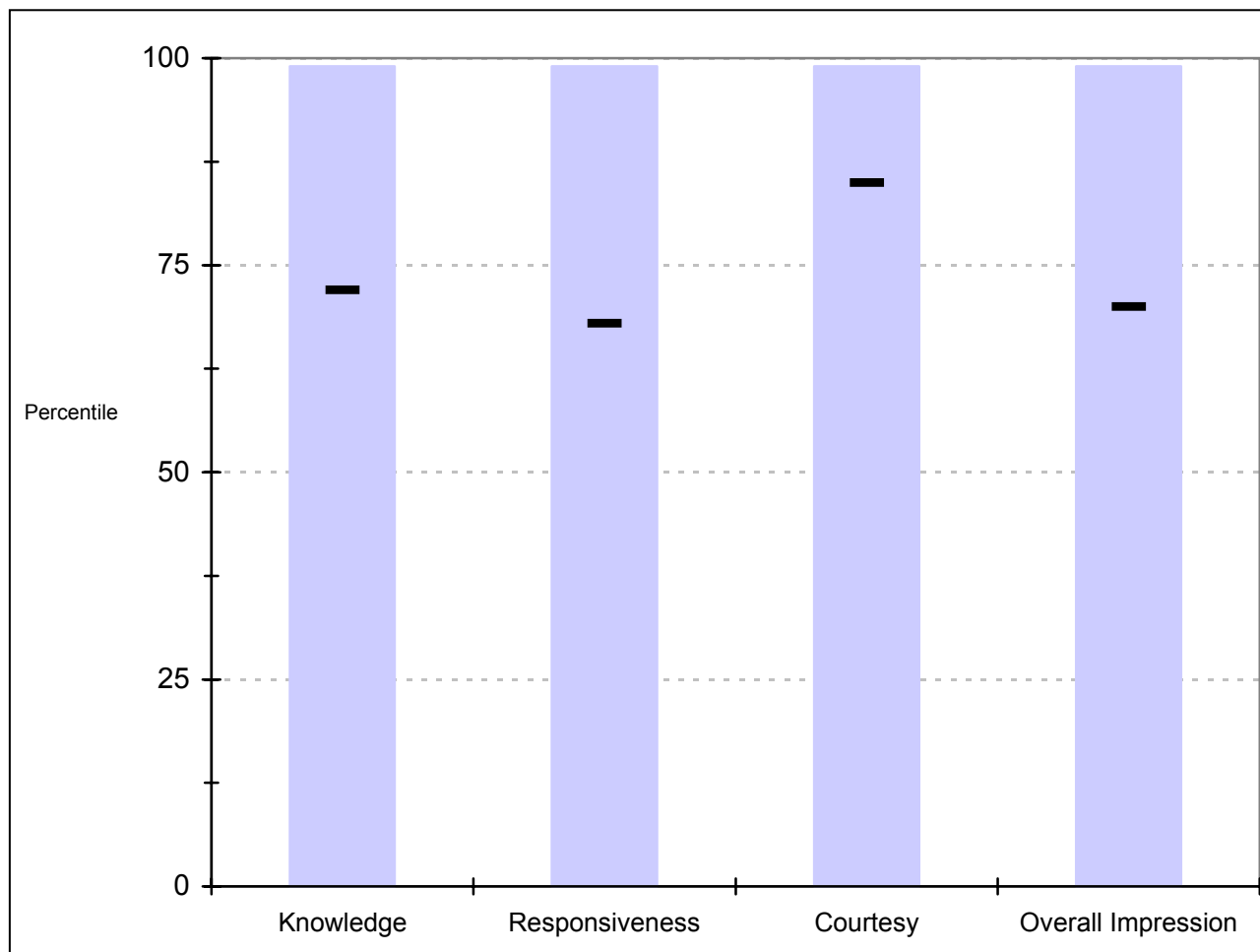


Figure 13a: Ratings of Contact with City Employees (National)

Figure 13b: Ratings of Contact with the City Employees (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Knowledge	74	20	66	72%ile	above the norm
Responsiveness	71	26	77	68%ile	above the norm
Courtesy	75	9	55	85%ile	above the norm
Overall Impression	72	31	97	70%ile	above the norm

Figure 13c: Ratings of Contact with the City Employees (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Knowledge	74	8	23	72%ile	above the norm
Responsiveness	71	6	22	77%ile	above the norm
Courtesy	75	5	15	77%ile	above the norm
Overall Impression	72	12	31	66%ile	similar to the norm

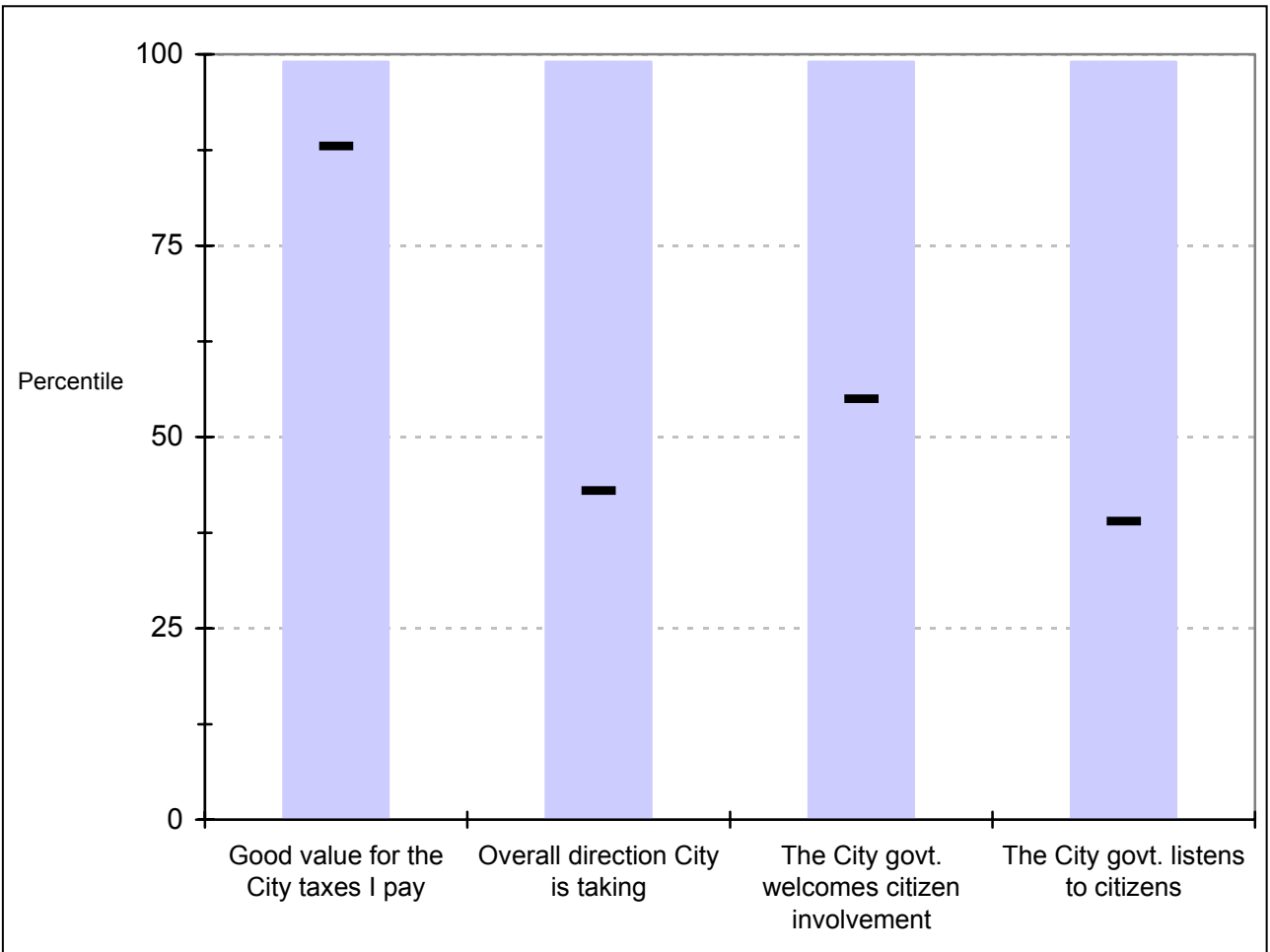


Figure 14a: Ratings of Public Trust (National)

Figure 14b: Ratings of Public Trust (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
I receive good value for the City of Scottsdale taxes I pay	68	8	53	88%ile	above the norm
Overall direction that the City of Scottsdale is taking	56	37	62	43%ile	similar to the norm
The City govt. welcomes citizen involvement	62	22	47	55%ile	similar to the norm
The City govt. listens to citizens	51	28	44	39%ile	similar to the norm

Figure 14c: Ratings of Public Trust (Western Region)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
I receive good value for the City of Scottsdale taxes I pay	68	2	15	97%ile	above the norm
Overall direction that the City of Scottsdale is taking	56	10	22	61%ile	similar to the norm
The City govt. welcomes citizen involvement	62	4	13	81%ile	above the norm
The City govt. listens to citizens	51	5	11	68%ile	similar to the norm

APPENDIX I: LIST OF JURISDICTIONS INCLUDED IN NATIONAL NORMATIVE COMPARISONS

Place	State	2000 Pop
Auburn	AL	42,987
Huntsville	AL	158,216
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Phoenix	AZ	1,321,045
Scottsdale	AZ	202,705
Tempe	AZ	158,625
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Berkeley	CA	102,743
Claremont	CA	33,998
Concord	CA	121,780
Coronado	CA	24,100
Cypress	CA	46,229
Encinitas	CA	58,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
Lakewood	CA	79,345
Lompoc	CA	41,103
Marysville	CA	461,522
Los Alamitos	CA	11,536
Los Gatos	CA	28,592
Menlo Park	CA	30,785
Monterey	CA	29,674
Mountain View	CA	70,708
Novato	CA	47,630
Marysville	CA	133,936
Palm Springs	CA	42,807
Pleasanton	CA	63,654
Pomona	CA	149,473
Poway	CA	48,044

Place	State	2000 Pop
Redding	CA	80,865
Redwood City	CA	75,402
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Diego	CA	1,223,400
San Diego	CA	1,223,400
San Francisco	CA	776,733
San Jose	CA	894,943
San Luis Obispo County	CA	246,681
San Mateo	CA	92,482
San Rafael	CA	56,063
Santa Clara	CA	102,361
Santa Clarita	CA	151,088
Santa Monica	CA	84,084
Santa Rosa	CA	147,595
Simi Valley	CA	111,351
Solana Beach	CA	12,979
South Gate	CA	96,375
Sunnyvale	CA	131,760
Temecula	CA	57,716
Thousand Oaks	CA	117,005
Torrance	CA	137,946
Visalia	CA	91,565
Walnut Creek	CA	64,296
Yuba City	CA	36,758
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Colorado Springs	CO	360,890
Denver	CO	544,913
Douglas County	CO	175,766
Englewood	CO	31,727
Greeley	CO	76,930
Lafayette	CO	23,197
Lakewood	CO	144,126
Littleton	CO	40,340
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558
Thornton	CO	82,384
Westminster	CO	100,940
Hartford	CT	121,578

Report of Normative Comparisons

The National CITIZEN SURVEY™

Place	State	2000 Pop
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bradenton	FL	19,504
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Collier County	FL	251,377
Cooper City	FL	27,939
Coral Springs	FL	117,549
Dade County	FL	2,253,362
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Lee County	FL	454,918
Ocoee	FL	24,391
Orange County	FL	896,344
Orlando	FL	185,951
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Atlanta	GA	416,474
Cartersville	GA	15,925
Columbus	GA	186,291
Douglas County	GA	92,174
Macon	GA	97,255
Milledgeville	GA	18,757
Savannah	GA	131,510
Ames	IA	50,731
Cedar Rapids	IA	120,758
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Lewiston	ID	30,904
Twin Falls	ID	34,469
Addison	IL	35,914

Report of Normative Comparisons

The National CITIZEN SURVEY™

Place	State	2000 Pop
Bloomington	IL	64,808
Decatur	IL	81,860
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Highland Park	IL	31,365
Homewood	IL	19,543
Park Ridge	IL	37,775
Peoria	IL	112,936
Skokie	IL	63,348
St. Charles	IL	27,896
Streamwood	IL	36,407
Urbana	IL	36,395
Wilmette	IL	27,651
Fort Wayne	IN	205,727
Gary	IN	102,746
Marion County	IN	31,320
Lawrence	KS	80,098
Overland Park	KS	149,080
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800
Kentwood	MI	45,255
Meridian Township	MI	39,125
Muskegon	MI	40,105
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Blaine	MN	44,942
Dakota County	MN	329
Duluth	MN	86,918
Eagan	MN	63,557
Mankato	MN	32,427
Minnetonka	MN	51,301
Plymouth	MN	65,894

Report of Normative Comparisons

The National CITIZEN SURVEY™

Place	State	2000 Pop
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Paul	MN	287,151
Ballwin	MO	31,283
Kansas City	MO	441,545
Kirkwood	MO	27,324
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Great Falls	MT	56,690
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Greensboro	NC	223,891
Hickory	NC	37,222
Rocky Mount	NC	55,893
Wilson	NC	44,405
Fargo	ND	90,599
Grand Forks	ND	49,321
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Rio Rancho	NM	51,765
Taos	NM	4,700
Reno	NV	180,480
Washoe County	NV	339,486
Genesee County	NY	60,370
Ontario County	NY	100,224
Rochester	NY	219,773
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470
Dayton	OH	166,179
Fairborn	OH	32,052
Huber Heights	OH	38,212
Kettering	OH	57,502
Sandusky	OH	27,844
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Oklahoma City	OK	506,132

Report of Normative Comparisons

The National CITIZEN SURVEY™

Place	State	2000 Pop
Albany	OR	40,852
Corvallis	OR	49,322
Eugene	OR	137,893
Gresham	OR	90,205
Jackson County	OR	181,269
Lake Oswego	OR	35,278
Multnomah County	OR	660,486
Portland	OR	529,121
Springfield	OR	52,864
Tigard	OR	41,223
Lower Merion	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550
State College	PA	38,420
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Dallas	TX	1,188,580
De Soto	TX	37,646
Denton	TX	80,537
Fort Worth	TX	534,694
Garland	TX	215,768
Grand Prairie	TX	127,427
Irving	TX	191,615
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030

Report of Normative Comparisons

The National CITIZEN SURVEY™

Place	State	2000 Pop
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Bountiful	UT	41,301
Ogden	UT	77,226
West Valley City	UT	108,896
Blacksburg	VA	39,573
Chesapeake	VA	199,184
Hampton	VA	146,437
Norfolk	VA	234,403
Prince William County	VA	280,813
Richmond	VA	197,790
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Bellevue	WA	109,569
Lynnwood	WA	33,847
Marysville	WA	12,268
Olympia	WA	42,514
Redmond	WA	45,256
Renton	WA	50,052
Richland	WA	38,708
Seattle	WA	563,374
University Place	WA	29,933
Vancouver	WA	143,560
Walla Walla	WA	29,686
Appleton (Fox Cities)	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Wausau	WI	38,426
Winnebago County	WI	156,763
Morgantown	WV	26,809
Laramie	WY	27,204

APPENDIX II: LIST OF JURISDICTIONS INCLUDED IN REGIONAL NORMATIVE COMPARISONS

Place	State	2000 Population
Homer, AK	AK	3,946
Chandler, AZ	AZ	176,581
Gilbert, AZ	AZ	109,697
Mesa, AZ	AZ	396,375
Phoenix, AZ	AZ	1,321,045
Sedona, AZ	AZ	10,192
Tempe, AZ	AZ	158,625
Tucson, AZ	AZ	486,699
Yuma, AZ	AZ	77,515
Alhambra, CA	CA	85,961
Antioch, CA	CA	90,532
Arcadia, CA	CA	53,054
Bakersfield, CA	CA	247,057
Berkeley, CA	CA	102,743
Claremont, CA	CA	33,998
Concord, CA	CA	121,780
Coronado, CA	CA	24,100
Cypress, CA	CA	46,229
El Cajon, CA	CA	94,869
El Cerrito, CA	CA	23,171
Encinitas, CA	CA	54,014
Fremont, CA	CA	203,413
Garden Grove, CA	CA	165,196
Gilroy, CA	CA	41,464
Hercules, CA	CA	19,488
Highland, CA	CA	44,605
Irvine, CA	CA	143,072
Laguna Niguel, CA	CA	61,891
Lakewood, CA	CA	79,345
Lodi, CA	CA	56,999
Lompoc, CA	CA	41,103
Long Beach, CA	CA	461,522
Los Alamitos, CA	CA	11,536
Los Gatos, CA	CA	28,592
Manhattan Beach, CA	CA	33,852
Menlo Park, CA	CA	30,785
Modesto, CA	CA	188,856
Monterey, CA	CA	29,674
Morro Bay, CA	CA	10,350
Mountain View, CA	CA	70,708
Novato, CA	CA	47,630

Report of Normative Comparisons

Place	State	2000 Population
Oceanside, CA	CA	161,029
Oxnard, CA	CA	170,358
Palm Springs, CA	CA	42,807
Pasadena, CA	CA	133,936
Pico Rivera, CA	CA	63,428
Pleasanton, CA	CA	63,654
Pomona, CA	CA	149,473
Redding, CA	CA	80,865
Redwood City, CA	CA	75,402
Ridgecrest, CA	CA	24,927
Riverside, CA	CA	255,166
Rosemead, CA	CA	53,505
Sacramento County, CA	CA	1,223,499
Sacramento, CA	CA	407,018
San Diego, CA	CA	1,223,400
San Francisco, CA	CA	776,733
San Jose, CA	CA	894,943
San Luis Obispo County, CA	CA	247,900
San Mateo, CA	CA	92,482
San Rafael, CA	CA	56,063
Santa Clara, CA	CA	102,361
Santa Clarita, CA	CA	151,088
Santa Monica, CA	CA	84,084
Santa Rosa, CA	CA	147,595
Simi Valley, CA	CA	111,351
Solana Beach, CA	CA	12,979
South Gate, CA	CA	96,375
Sunnyvale, CA	CA	131,760
Temecula, CA	CA	57,716
Thousand Oaks, CA	CA	117,005
Torrance, CA	CA	137,946
Visalia, CA	CA	91,565
Walnut Creek, CA	CA	64,296
Yuba City, CA	CA	36,758
Arvada, CO	CO	102,153
Boulder County, CO	CO	291,288
Boulder, CO	CO	94,673
Broomfield, CO	CO	38,272
Castle Rock, CO	CO	20,224
Denver (City and County), CO	CO	554,636
Douglas County, CO	CO	175,766
Englewood, CO	CO	31,727
Fort Collins, CO	CO	118,652
Greeley, CO	CO	360,890
Lafayette, CO	CO	76,930
Lakewood, CO	CO	144,126

Report of Normative Comparisons

Place	State	2000 Population
Littleton, CO	CO	40,340
Longmont, CO	CO	71,093
Louisville, CO	CO	18,937
Loveland, CO	CO	50,608
Northglenn, CO	CO	31,575
Parker, CO	CO	23,558
Thornton, CO	CO	82,384
Westminster, CO	CO	100,940
Idaho Falls, ID	ID	50,730
Lewiston, ID	ID	30,904
Great Falls, MT	MT	56,690
Yellowstone County, MT	MT	129,352
Los Alamos County, NM	NM	18,343
Rio Rancho, NM	NM	51,765
Taos, NM	NM	4,700
Reno, NV	NV	180,480
Washoe County, NV	NV	339,486
Albany, OR	OR	40,852
Corvallis, OR	OR	49,322
Eugene, OR	OR	137,893
Gresham, OR	OR	90,205
Jackson County, OR	OR	181,269
Lake Oswego, OR	OR	35,278
Milton-Freewater, OR	OR	6,470
Multnomah County, OR	OR	660,486
Portland, OR	OR	529,121
Redmond, OR	OR	13,481
Springfield, OR	OR	52,864
Tigard, OR	OR	41,223
Tualatin, OR	OR	22,791
Waldport, OR	OR	2,050
Yachats, OR	OR	617
Bountiful, UT	UT	41,301
Ogden, UT	UT	77,226
West Valley City, UT	UT	108,896
Bellevue, WA	WA	109,569
Lynnwood, WA	WA	33,847
Marysville, WA	WA	12,268
Olympia, WA	WA	42,514
Redmond, WA	WA	45,256
Renton, WA	WA	50,052
Richland, WA	WA	38,708
Ridgefield, WA	WA	2,147
Seattle, WA	WA	563,374
Shoreline, WA	WA	53,025
Spokane, WA	WA	195,629

Report of Normative Comparisons

Place	State	2000 Population
Tacoma, WA	WA	193,556
University Place(u), WA	WA	29,933
Vancouver, WA	WA	143,560
Walla Walla, WA	WA	29,686
Yakima, WA	WA	71,845
Laramie, WY	WY	27,204

APPENDIX III: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

Q: What is in the citizen survey database?

A: National Research Center's database includes the results from citizen surveys conducted in over 300 jurisdictions in the United States. These are public opinion polls answered by more than 250,000 residents around the country. We have recorded, analyzed and stored responses to over 6,000 survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 40 million Americans.

Q: What kinds of questions are included?

A: Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

Q: What is so unique about National Research Center's Citizen Survey database?

A: It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

Q: What is the database used for?

A: Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

Report of Normative Comparisons

The National CITIZEN SURVEY™

Q: So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?

A: A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively “worse” departments.

National Research Center’s database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center’s database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

Q: Aren’t comparisons of questions from different surveys like comparing apples and oranges?

A: It is true that you can’t simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

Q: How can managers trust the comparability of results?

A: Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review*, *Journal of Policy Analysis and Management* and *Governing*, and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean*, that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.